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18 April 1946

CENTRAL INTELLIGENCE GROUP

SECRETARIAT MEMORANDUM NO. 1

FORM AND DEVELOPMENT OF N.I.A. AND C.I.G. SHORT-TITLE PAPERS

Memorandum by the Secretary

1. The following notes and definitions are for the information and guidance of personnel of the Central Intelligence Group:

2. Forms of short-title papers in frequent use.

a. N.I.A. numbered papers (N.I.A.1, N.I.A.2, etc.). Papers consisting of memoranda from the Director of Central Intelligence (with concurrence or comment by the Intelligence Advisory Board) submitted for the consideration of the National Intelligence Authority.

b. N.I.A. directives (N.I.A. Directive No. 1, etc.). Papers embodying decisions of the National Intelligence Authority which require execution by the Director of Central Intelligence or by the chiefs of the departmental intelligence agencies.

c. C.I.G. numbered papers (C.I.G.1, C.I.G.5, etc.). Papers consisting of memoranda from the Director of Central Intelligence for consideration by the members of the Intelligence Advisory Board. This is the form used to obtain concurrence or comment by the Board on a paper prior to its submittal to the National Intelligence Authority.

d. C.I.G. directives (C.I.G. Directive No. 3, etc.). Papers embodying decisions of the Director of Central Intelligence which require implementation by the Central Intelligence Group or (where their necessary concurrence has been previously obtained) which require implementation by members of the Intelligence Advisory Board.

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e. C.I.G. administrative orders (C.I.G. Administrative Order No. 1, etc.). Administrative instructions for the guidance of the Central Intelligence Group. This form is reserved for matters issued over the signature of the Director.

f. Other forms frequently used. These include such self-explanatory forms as Minutes and Agenda of N.I.A. meetings, Minutes and Agenda of meetings of the Intelligence Advisory Board, C.I.G. Personnel Orders, etc.

3. Format and development of short-title papers prepared for Director. Draft papers prepared for the approval of the Director and for his subsequent submittal to the National Intelligence Authority or Intelligence Advisory Board (such as drafts or N.I.A. and C.I.G. papers) will observe the following principles which have been established by the Director:

a. The paper should be as brief and concise as possible but must contain all facts, conclusions and discussion necessary to enable the recipients to understand the import of the recommendations and to reach informed decisions.

b. Recommendations must be clearly and positively stated so as to result in the desired actions.

c. The basic memorandum from the Director of Central Intelligence to the members of N.I.A. (or I.A.B.) should be contained in two pages or less (based on double-spaced Pica type on sheets 8½ by 14 inches).

d. While the use of sub-headings within the Director's two-page memorandum (such as "The Problem", "Facts Bearing on the Problem", "Discussion", "Conclusions", and "Recommendations") is not desired, care should be taken to include all of those elements in that order which are necessary for informed decision.

e. Any draft directives or other draft actions which it is

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necessary to submit in conjunction with the Director's two-page memorandum, for N.I.A. or I.A.B. approval, should immediately follow the basic memorandum as Enclosures "A", "B", etc.

f. Facts, discussion or conclusions bearing on the solution of the problem which cannot be contained in the two-page basic memorandum, but which are essential to the presentation, should be developed in a separate, final enclosure (such as Enclosure "C") headed "Discussion"; and a reference to such enclosure should be included in the text of the basic memorandum.

g. Elements attached to any "enclosure" should be termed "appendices"; elements attached to "appendices" should be termed "annexes".

h. Papers which are intended for eventual submittal to the N.I.A. will be prepared only in the form appropriate for N.I.A. consideration. When such papers are submitted for prior consideration by the I.A.B., an explanatory cover note will be prepared by the Secretariat, N.I.A.

4. Sample headings for a typical N.I.A. paper are enclosed. C.I.G. papers should follow the same format, substituting "Central Intelligence Group" for "National Intelligence Authority" wherever it appears.

JAMES S. LAY, JR.

Secretary, N.I.A.